DOCUMENT RESUME

ED 055 187 VT 013 814

AUTHOR Somers, Gerald G.; And Others

TITLE The Availability of Data on Company Training Programs: A Feasibility Study.

INSTITUTION Wisconsin Univ., Madison. Center for Studies in Vocational and Technical Education.

SPONS AGENCY Manpower Administration (DOL), Washington, D.C.

PUB DATE Jun 71

NOTE 70p.

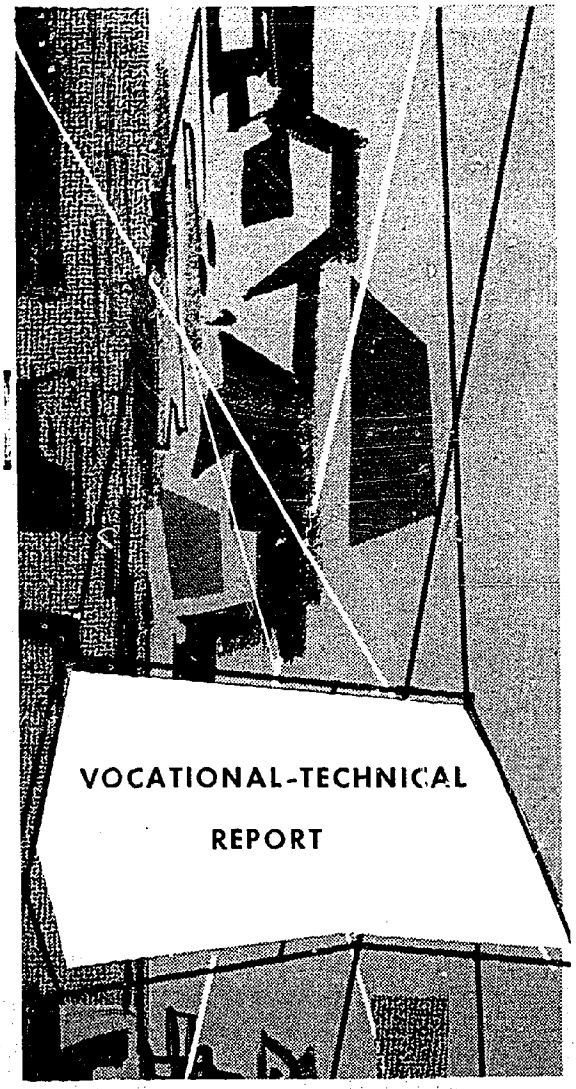
AVAILABLE FROM Center for Studies in Voc. and Tech. Education, 4315 Social Science Bldg., University of Wisconsin, Madison, Wisconsin 53706 ($1.50)

EDRS PRICE MF-$0.65 HC-$3.29

DESCRIPTORS Culturally Disadvantaged; Data Collection; Employer Attitudes; *Employers; *Feasibility Studies; *Inplant Programs; *National Surveys; On the Job Training; Participant Characteristics; Program Costs; *Questionnaires

ABSTRACT

Little is known about the extent of private skill training, with regard to the number and characteristics of trainees, the programs, or their costs. Yet Federal policies need to be based on full knowledge of existing private efforts. This survey was conducted to determine the feasibility of conducting a national mail survey of employers and to develop the necessary instruments for the survey. In addition to findings and recommendations regarding feasibility, the report provides some substantive information on company training programs. Sample questionnaires are appended. (BH)



THE AVAILABILITY OF DATA ON COMPANY TRAINING PROGRAMS: A FEASIBILITY STUDY

by

Gerald G. Somers

with the assistance of

Myron Roomkin and others

CENTER FOR STUDIES IN VOCATIONAL AND TECHNICAL EDUCATION

The University of Wisconsin

Industrial Relations Research Institute

THE AVAILABILITY OF DATA ON COMPANY TRAINING PROGRAMS

A FEASIBILITY STUDY

by

Gerald G. Somers

with the assistance of

Myron Roomkin
and
Thomas Barocci, John Baum, Ted Borrego, Linda Brodsky, Sandra Christensen, Morgan Reynolds, Gail Schlachter, Carl Schramm, William Sloniker

CENTER FOR STUDIES IN VOCATIONAL AND TECHNICAL EDUCATION

Industrial Relations Research Institute
University of Wisconsin, Madison

June 1971

This report was prepared under contract with the Manpower Administration of the U. S. Department of Labor. The statements, findings, conclusions, recommendations, and other data in this report do not necessarily reflect the views of the Department of Labor.

Preface

The history of large-scale federal support of manpower training programs in the 1960's has been one of movement from institutional training to on-the-job training. Beginning with a primary concentration on accelerated courses in vocational schools in the Area Redevelopment Act and Manpower Development and Training Act in 1961-62, federal expenditures were increasingly directed toward subsidization of private company training in such programs as NAB-JOBS by the end of the decade; and the private sector continues to be a major focus of current federal training efforts.

Unfortunately, little is known about the extent of private skill training with regard to the number and characteristics of the trainees, the programs or their costs. And yet further federal policies in this field should be based upon full knowledge of existing private efforts.

Earlier national surveys to determine the extent and nature of private training have provided only limited useful information. Because of the crucial need for such data, plans are currently underway to conduct additional surveys, eventually on a national scale. Given prior experience with such surveys, it was felt desirable by the U.S. Bureau of Labor Statistics and the Manpower Administration to first field an experimental survey designed to determine the feasibility of gathering data on private company training programs by means of national survey instruments.

The findings of that feasibility survey and resultant recommendations are reported here. They were communicated to the U.S. Bureau of Labor Statistics and the Manpower Administration in a less formal manner in 1970, and they have served to shape plans for extension of forthcoming federal surveys on company training. Some substantive information on company training programs, gathered in the course of the survey, is also included as Part II of this report.

Our Center is indebted to the Manpower Administration's Office of Research and to the Bureau of Labor Statistics for their funding of this study and for the aid and advice of Howard Rosen, Lloyd Feldman, Herbert Schaffer, and James Pearson (American Society for Training and Development), at all stages of the survey. I am grateful to Myron Roomkin, Research Associate, for his assistance with data gathering and analysis and to the graduate students listed on the title page for their assistance with interviews and the reports of their findings. I accept responsibility for the interpretation and conclusions reached in the report. I am indebted to Pauline Fosdick for her administrative and secretarial assistance and to Barbara Dennis for editorial assistance.

Madison, Wisconsin
1971

Gerald G. Somers

TABLE OF CONTENTS

	Page
Preface	iii
PART I THE AVAILABILITY OF DATA	1
A. Objectives	1
B. Methodological Procedures	1
C. Findings	5
(1) Existence of Training	5
(2) Availability of Data	6
(3) Location of Data & Appropriate Respondent	24
(4) Employer Reaction to Questionnaire	25
(5) Conclusions and Recommendations	30
PART II CONTENT OF COMPANY TRAINING & ATTITUDES OF EMPLOYERS	38
A. Apprenticeship and Union-Management Training	38
B. Reasons for Conducting Training Programs	38
C. Training the Disadvantaged	43
APPENDIX	
Tables	47-49
Appendix I Interview Questionnaire	50-55
Appendix II Employer Questionnaire	56-58
Appendix III Cost-Data Questionnaire	59
Appendix IV Interviews per City; Names of Companies	60-65

PART I

THE AVAILABILITY OF DATA

A. Objectives

The objectives of the survey were to provide the following:

(1) Recommendations concerning the feasibility of conducting a national mail survey of training in business and industry, including a discussion of feasibility by specific industry group.

(2) A detailed discussion of the subject areas in which data are and are not likely to be available.

(3) A suggested single questionnaire, or a series of questionnaires oriented to specific industries, for use in the national survey.

(4) A discussion of employer reaction to the survey and questionnaire.

(5) Suggested additional areas which might be included in the survey.

(6) Tabulations and analyses of any collected data which might be useful to the Manpower Administration.

B. Methodological Procedures

A sample of firms, which had been used in previous BLS manpower surveys, was provided in eight cities, and graduate student interviewers were assigned to contact the firms in each of the following cities: Madison, Wisconsin; Milwaukee, Wisconsin; Chicago, Illinois; San Francisco, California; Syracuse, New York; Minneapolis, Minnesota;

Detroit, Michigan; and Dallas, Texas.

The firms were initially contacted by telephone, and if a particular name was not available on the initial list or through the American Society for Training and Development (A.S.T.D.), an effort was made to determine the appropriate respondent. Following completion of the personal interview, respondents were asked if they would be willing to complete a mail questionnaire; if they indicated a willingness to do so, a questionnaire for each training program was left with them in addition to a questionnaire regarding cost data for all training programs. Copies of these questionnaires are included in the Appendix.

The interview questionnaires were examined and coded. Initial computer runs provided data on frequencies for 248 questionnaires. Twelve additional questionnaires were received too late for the initial computer runs but were included in some of the later analyses. Of the 248 questionnaires utilized for the determination of frequencies, 170 represented establishments with training programs, 56 had no training, and 22 refused to cooperate in providing the requested data. In the firms with training, 842 separate training programs were distinguished and used in the analysis.

Of the 170 firms with training programs, most agreed to fill out the mail questionnaires and these questionnaires were left with them. Only 34 mail questionnaires were returned, and so many of these had such serious gaps in the data requested that no attempt was made to code the forms or to derive quantitative data from them. It is especially notable that only 18 of the establishments made

any attempt to provide cost data on the mail forms left with them. Except for a request to Ralph Boynton that he urge the San Francisco establishments to return their mail questionnaires, no effort was made to follow up those establishments which failed to return their questionnaires.

TABLE 1

Training Status of Firms by Size of Firm

Sample and Training Status	Size of Firm (No. of employees) 1 100	101 250	251 500	501 1000	1001 2000	2001 Plus
All firms in interview sample (N=248=100%)	14.0	17.0	15.4	10.2	12.5	30.7
Firms with training (N=170=100%)	6.5	15.4	13.0	14.2	15.9	34.9

TABLE 2

Number of Training Programs per Company

Size of Company (Number of Employees)	(Number of Companies)	By Size of Company: Number of Training Programs per Company: 1 - 5	6 - 10	11 - 15	16 - 20	21+	Total
		Percentage of Companies					
1 - 100	13	100.00					
101 - 250	27	85.19	11.11	3.70			100.00%
251 - 500	24	83.33	16.67				100.00%
501 - 1000	26	69.23	11.54	19.23			100.00%
1001 - 2000	27	33.33	51.85	7.41		7.41	100.00%
2001 +	64	42.19	25.00	21.88	4.68	6.25	100.00%

TABLE 3

Training Status of Firms by Industrial Classification (SIC)

Industrial Classification (SIC)	Training Status of Firm	
	All Firms Interviewed	Firms With Training Programs
Agriculture (01-09)	.4	.5
Construction (15-17)	6.9	4.1
Manufacturing -- nondurable (20-31)	16.5	17.6
Manufacturing -- durable (19, 32-39)	25.4	24.2
Transportation, communication, and utilities (40-49)	7.6	8.8
Wholesale and retail (50-59)	13.4	12.3
Finance, insurance, and real estate (60-67)	11.3	14.1
Services (70-89)	17.7	16.7
Government (91-94)	.8	1.2
TOTAL	100.0% (N = 248)	100.0% (N = 170)

The reader should be cautioned concerning the generalizations which can be drawn from these data. Since the survey was conducted hurriedly, with just a few months intervening between the initial plans and completion of the interviews, no attempt was made to insure that the sample of companies was selected on a random probability basis. Although the cities included in the survey had an extensive geographic spread, they were selected largely on the basis of expediency. The Bureau of Labor Statistics (BLS) then provided a list of companies in each of these cities. Although an effort was made to contact each of the companies on the BLS list, the

interviewers moved quickly to the next name on their list after any initial resistance shown by a responding company officer. There were no lengthy attempts to convince reluctant respondents, and there was no effort to replace nonrespondents with companies of similar size or similar industrial classification. Thus, there can be no assurance that the cities included in this survey are representative of all American cities, that the companies selected in the initial sample are representative of all American industries, or that the companies which responded are representative of the initial sample.

These methodological deficiencies may not seriously impair the value of the tabulations on the availability of data concerning training programs, since the purpose of that survey was to obtain only a general picture of the availability of training data. However, the tabulation on the extent, characteristics, and reasons for training should not be blown up to present a picture of training practices in American industry as a whole. Since questions on training practices were included in the interview questionnaire, however, and since there is a paucity of data on company training programs, it was felt that the tabulations of these responses to the questionnaire might be of some interest.

C. Findings

(1) Existence of Training

As is seen in Table 1, the average size of firms with training (170) is somewhat greater than that of the total sample of firms

interviewed (248). The initial sample of firms provided by BLS was dominated by relatively large firms; those which consented to an interview were slightly larger; and those with training programs slightly larger still. Whereas a little over half of the firms interviewed had over 500 employees, approximately two-thirds of those with training programs were in this larger size category. Almost 35 percent of the firms with training programs had more than 2,000 employees, and only 6.5 percent had 100 or fewer employees.

The 842 specific training programs used in this analysis were predominantly in the largest firms in the sample. As is seen in Table 2, over one-third of the firms had more than 2,000 employees, and almost 60 percent of these large firms had 6 or more training programs. The bulk of the smaller firms, on the other hand, had 5 or fewer training programs.

The variance in Standard Industrial Classification of firms with training programs is smaller than that of all firms interviewed (Table 3). Most of the firms with training programs were in manufacturing and service industries and relatively few were in construction.

(2) Availability of Data

(a) Overall Appraisal

Respondents were asked to indicate the availability of data on the number of trainees, the duration of training, turnover of trainees, upward mobility of trainees, personal characteristics of trainees, on-the-job and classroom training, entry and up-grade

training, the location of training data, and the cost of training. These data were recorded for specific training programs, including supervisory programs, with the exception of the cost data.

In general, it was found that only a relatively small proportion of the firms kept records concerning training and trainees which could be readily transferred to a questionnaire form. Even these "records" frequently contained gross estimates for the company as a whole rather than specific detailed information by training program. The respondents tended to reply in vague terms rather than in specifics. Generally, they expressed no regrets at their lack of records, indicating that they had little need for such records and that the effort to maintain detailed records would not be justified on the basis of costs and benefits.

Although the availability of data was requested by specific training program, it was frequently found that a uniform terminology for occupations or programs was lacking, and that firms had specialized names for their training programs which did not fit under customary national categories.

(b) Number of Trainees

Data were requested on the number of trainees and other types of specific information about trainees in 1968, and in the survey week and during the "last 90 days." Of 842 specific training programs indicated in the completed questionnaires, records on the number of trainees in 1968 existed for ready transfer in slightly less than one-fourth. A slightly smaller number indicated that the data were readily available, with a little digging into the records. The

breakdown for the availability of data on the number of trainees in 1968 for specific training programs was as follows:

Availability of Data on Number of Trainees in 1968

1.	Can transfer from existing records	235
2.	Tabulation from data easy	195
3.	Tabulation from data feasible	89
4.	Tabulation from data difficult	125
5.	Won't provide data	51
6.	No data available	90
7.	Inappropriate	31
8.	Not ascertained	26
	Total number of programs	842

Respondents were also asked to indicate if data were available on the number of trainees "in the past 90 days" and "in the past week." The results by number of training programs were as follows:

Availability of Data on Number of Trainees "in Past 90 Days" and "in Past Week"

1.	Can transfer from existing records	193	229
2.	Tabulation from data easy	169	164
3.	Tabulation from data feasible	94	88
4.	Tabulation from data difficult	104	103
5.	Won't provide data	44	39
6.	No data available	73	43
7.	Inappropriate	16	11
8.	Not ascertained	149	165
	Total number of programs	842	842

It is seen from these results that little can be gained in data by moving from yearly records to quarterly or weekly records.

It should also be noted that the ready transfer of data was indicated mainly by the largest firms. Thus for 1968 data on the number of trainees, firms with over 1,000 employees represented approximately 75 percent of the training programs in which ready transfer from existing records was possible; and these large firms

represented 71 percent of the programs for which tabulation was easy; 60 percent where tabulation was feasible; and 55 percent where tabulation was difficult.

A relatively small number of large firms indicated that existing records were available for their training programs. Of the 235 programs for which existing records could be readily transferred, 116 were in companies with over 2,000 employees; and 58 in companies with 1,000-2,000 employees.

Most of the programs with readily transferable existing records on number of trainees were in manufacturing industries. A breakdown by size of establishment and Standard Industrial Classification code is presented in Appendix Table 1.

(c) Duration of Training Course

The availability of data on the duration of training courses is roughly similar to the pattern established for number of trainees. As is seen in Table 4, approximately the same proportion of programs had readily transferable existing records. However, for those who indicated that tabulations could be made by digging into available data, fewer programs had easily tabulated data on duration, and a larger proportion had no available data. As in the case of the number of trainees, large firms predominated among those programs with readily transferable existing data on duration of course. Of the 232 training programs in this category, 119 were in establishments with over 2,000 employees, 50 were in establishments with 1001-2000 employees, and 18 in establishments with 501-1000 employees.

TABLE 4

Availability of Data on Duration, Turnover, and Mobility in 1968

Availability of Data	Number of Training Programs with Data on		
	Duration of Course	Turnover	Upward Mobility
Can transfer from existing records	232	139	106
Tabulation from data easy	144	128	97
Tabulation from data feasible	72	109	93
Tabulation from data difficult	105	213	124
Won't provide data	56	59	99
No data available	119	73	188
Inappropriate	38	37	72
Not ascertained	76	84	63
Total programs	842	842	842

As in the case of data on number of trainees, it was found that little could be gained by requesting data for "the past 90 days" or "the past week" rather than for all of 1968. Since this was found to be increasingly true as we moved from data on number of trainees and duration of course to mobility, personal characteristics, and type of training, separate analysis on time periods other than the calendar year 1968 was discontinued for purposes of this report.

(d) Turnover and Upward Mobility

Employers were asked about the availability of data on the number of trainees who were still with the firm, turnover rates among trainees, and the number of trainees who moved upward occupationally because of their training. Although most firms had turnover rates for their employees as a whole, such data were much less readily available in records of trainees. As is seen in Table 4, the pattern of availability of data on turnover and upward mobility was even less favorable than that presented for duration of training course. There were fewer programs for which records were easily transferable or for which tabulations could be easily made. In most cases, where any data existed, respondents stated that the required tabulations would involve a manual examination of individual personnel records--a very laborious and time-consuming task in large firms.

It is notable that no data of any kind were available on upward mobility for a relatively large proportion of the training programs. As is seen in Appendix Table 2, the size and industrial classification of firms in which no program data were available on mobility differs from distributions relating to readily transferable records on duration and number of trainees. There is a greater representation of smaller and medium-sized, non-manufacturing firms having no program data on mobility.

(e) Data on Personal Characteristics of Trainees

Records were maintained on the sex of trainees for approximately one-quarter of the training programs reported by respondents. As is indicated in Table 5, another one-fifth had such information which could be derived easily through an examination of personnel records. But an almost equal number of programs had either no data on sex or no available data. Records on age, race, and educational level of trainees were even more scanty, with approximately 10 to 15 percent of the programs having such records readily available for transfer to questionnaire forms. Easy tabulations were fewer than for sex data; and over one-fourth of the programs had either no data or no available data on the age, race, or education of trainees.

TABLE 5

Availability of Data on Personal Characteristics

Availability of Data	Programs with Data on Trainees			
	Sex	Age	Race	Education
Ready transfer from existing records	206	94	126	107
Easily tabulated	155	105	113	84
No data	90	116	179	104
Won't give data	70	136	106	141

Total training programs = 842

Whereas small firms with few trainees were often able to give rough estimates of personal characteristics especially concerning

race, simply from memory, many larger firms indicated that they would have to do too much digging into personnel records in order to provide data on race, education, and frequently on other personal characteristics of trainees. Many firms noted that they are legally barred from keeping records concerning race of employees. Appendix Table 3 indicates the size and industrial code of establishments indicating existing records on the race of trainees.

(f) On-the-Job Training and Classroom Training (Entry and Upgrade)

The availability of data on trainees in on-the-job training (OJT) and classroom training was sparse, especially when cross-classified by either entry or upgrade levels. There was considerable confusion concerning the meaning of the term on-the-job training, and many firms found it difficult to distinguish on-the-job training from simply "learning on the job." Since almost all employees were expected to learn on the job through experience, these firms could not associate data concerning "trainees" with particular on-the-job training programs. The respondents were asked to identify on-the-job training programs only in those instances where there was reduced income or productivity for the trainee and/or reduced productivity or additional income for a "trainer." However, even probing by the interviewers in applying these criteria did not resolve the difficult definitional problems.

There were readily transferable records for entry-level on-the-job training in only 41 programs and for on-the-job upgrade training in only 29 programs. There were equally small numbers in which tabulations could be made from available data pertaining to

OJT programs. The vast majority of respondents indicated that they had no clearly-defined on-the-job training or that no data concerning these programs were available. The OJT programs are discussed further in connection with company size below.

Classroom training programs sponsored by the responding establishments were somewhat more readily identifiable than OJT programs, and data on trainees in classroom programs were more extensive and more easily tabulated. Even so, the reports on the availability of data were not highly encouraging. Respondents refused to provide available data for 32 classroom programs, and they indicated that data could be made available for the remaining 255 programs. However, only a little over half of this latter group had readily transferable records, and the remainder required varying degrees of "digging into records." (See Table 6.)

TABLE 6

Availability of Data on Trainees in Classroom Programs

Availability of Data on Number of Trainees	Number of Classroom Programs for			
	Entry Jobs	Upgrading	Other	Total
Ready transfer of existing records	32	65	38	135
Tabulations from data:				
Easy	6	18	11	35
Feasible	12	28	8	48
Difficult	5	14	18	37
Total programs with available data	55	125	75	255

A common type of program, not covered in this survey, was the remission of tuition for employees who wished to pursue courses in schools, colleges, and institutes. Almost 70 percent of responding employers indicated that they had such programs, and their records concerning enrollees were generally good. Although most of these tuition-remission programs were for supervisory personnel, many training courses for hourly-rated employees were also available. Since these programs were conducted in schools away from company premises and bordered on that area where training becomes more general education, there are definitional problems involved in their inclusion in a survey of company training programs.

(g) Data by Industry (Apprenticeship Training in Construction)

The availability of data for training programs classified by industrial code is indicated in Appendix Tables 1-3. Generally, it can be indicated that training data were especially sparse in the construction industry. In this industry, a number of questions raised, such as those on duration, turnover, and on-the-job training, were considered to be inappropriate. Although fairly specific information was available on apprenticeship programs in construction, it was felt that union sources rather than employer respondents might provide more complete and reliable data concerning such training programs.

Large manufacturing firms were able to provide the best data on most items. However, some of the smaller firms in service industries had an advantage in providing some detailed data as discussed in the following section.

(h) Data by Size of Firm

It was generally found that only medium-sized and large firms (500 employees or more) had any significant amount of training. Although the few small firms with training were frequently able to provide data on the trainees without much trouble, they could contribute little to the overall picture of training in U.S. industry. The largest firms were often able to provide data on training because of their better record-keeping and because of the availability of more clerical personnel. However, as noted above, even many of these were unwilling to conduct the manual search that would be required for some of the specific data requested in the questionnaire. Middle-sized firms appeared to be the least able to provide data on their training programs because their training was too extensive to be covered by memory, and yet their organization and personnel were insufficient for detailed records or tabulation of data.

Information on specific types of training data by size of firms is found in Appendix Tables 1-3. As is seen in Table 7, data availability for on-the-job training is greater in the largest firms when tabulations must be made by digging into individual records. However, small firms can often transfer existing records on their limited programs. Medium-sized firms (251-1000) would have the greatest difficulty in providing tabulations through examination of data on OJT programs.

TABLE 7

Availability of Data on OJT Programs by Size of Firm

Size (No. of Employees)	Percentage of OJT Programs in Which Data:							
	Are Readily Transferrable		Tabulations Are Feasible					
			Easy				Difficult	
	Entry	Upgrade	Entry	Upgrade	Entry	Upgrade	Entry	Upgrade
1-100	2.4	3.4	-	-	-	-	-	-
101-250	41.4	41.3	5.5	4.3	9.0	40.0	2.5	-
251-500	2.4	-	2.7	4.3	18.1	13.3	17.5	16.7
501-1000	21.9	13.7	19.4	17.4	-	-	30.0	23.8
1001-2000	4.8	3.4	22.2	34.8	18.1	6.7	25.0	23.8
2001 & Up	26.8	37.9	50.0	39.1	54.5	40.0	25.0	35.7
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

(i) The Training Staff and Location of the Training Budget

Only 50 percent of the firms with training programs indicated that their establishments have a training staff. Moreover, as is seen in Table 8, even these firms devoted a relatively small number of persons to the training function. Among the 89 firms that had a training staff, approximately 12 percent reported that the staff consisted of less than one full-time equivalent person. An additional 62 percent had 10 or fewer persons on the training staff, and only 5.62 percent indicated that their training staff consisted of 31 or more persons. Unfortunately, 12.35 of those who indicated the existence of a training staff failed to report the number of persons included in the staff.

TABLE 8

Percentage Distribution of Full-time Professionals on Training Staff

Less than one full-time equivalent	1-10	11-20	21-30	31-plus	Nonascertained	Total
12.36	61.80	5.62	2.25	5.62	12.35	100.00% (N = 89)

Of those firms with training programs, only 51.38 percent indicated that they have a distinguishable budget for training activities. As is seen in Table 9, 65.43 percent of the establishments with training budgets responded that this budget was located in separate departmental budgets. This location would clearly make it difficult to obtain financial data on training from any

centralized source in the establishment. Only 2.47 percent of the responding firms stated that the training budget was located in the Training Department, and even a smaller percentage noted that the training budget was located in the Industrial Relations Department. Unfortunately, many of the firms which reported the existence of a training budget were unable or unwilling to indicate where that budget was located in the organizational structure of the company.

TABLE 9

Percentage Distribution of
Location of Training Budget

R knows location - but not specified	9.87%
Training budget located in Industrial Relations department budget	1.23%
Training budget located in Training department budget	2.47%
Training budget exists in separate departmental budgets	65.43%
R unable to specify location of training budget	6.17%
Not ascertained	14.83%
Total	100.00% (N = 81)

(j) Availability of Data on Training Cost

Detailed records on the cost of training, along the lines requested in the interview and mail questionnaires, were almost nonexistent. Although firms found it relatively easy to provide data on the number of persons on the training staff, they could give only the roughest estimates of other cost components. It was generally felt that these rough estimates--where they existed at

all--would be too unreliable for use in drawing worthwhile conclusions concerning the cost of training. Information which would permit a calculation of opportunity costs appeared to be totally absent, and very few respondents showed any willingness to attempt to obtain such information.

As is noted in Table 10, only one-fourth of the firms with a training staff felt that they could readily transfer data on payments to the training staff from existing records. Another 23 percent indicated that tabulation of such data would be "easy" or "feasible." The remaining respondents indicated that no data were available on payments to their training staff, or that such data would not be provided or would be difficult to provide. The initial report pointed out that only 18 of the interviewed firms actually provided some cost data on their training programs when asked to do so utilizing a form specifically left with them for this purpose.

About one-fifth of the firms with training indicated that they could readily transfer data on wages and salaries paid to trainees while in training. Again, 23 percent stated that the tabulation of such data would be easy or feasible. However, here again, a relatively large portion of the responding firms with training indicated that there was little hope for the acquisition of such data by a survey agency.

The most ready source of data on training costs was found to be the payments made by companies to outside organizations who conducted training on behalf of company employees. Approximately one-third replied that such data could be readily transferred from

existing records, and another one-fourth stated that tabulation of such cost data would be easy or feasible. As was noted in the initial report, private industries frequently financed the utilization of outside institutions for training their employees. The financial records on such training are apparently more readily available than other training cost data.

Data on payments to trainees and trainers to cover transportation and living expenses are available to roughly the same extent as other forms of payment to trainees. In 18 percent of the establishments, cost data of this kind can be readily transferred from existing records. However, an equal number of establishments indicate that they will not provide such data and an additional 14 percent stated that tabulation of such cost records would be difficult.

A little over one-fourth of the respondents stated that they could readily transfer data on the costs of training equipment and facilities. An additional 23 percent reported that the tabulation of information of this type would be easy or feasible. However, even in this fairly clear-cut category, approximately 37 percent of the respondents stated that the data were not available, would not be provided, or could be provided only with difficulty; an additional 14 percent did not respond to this question.

The most difficult area pertaining to cost data appears to be the estimate of pro-rated salaries of trainees during the time they spend in training rather than in productive work. Only 11.05 percent of the establishments stated that such information could be easily or feasibly provided. This type of cost data is of considerable importance in determining opportunity costs of training.

TABLE 10

Percentage Distribution of Availability of Data on Training Costs

Employer Expenditures	Degree of Data Availability							
	No Data Available	Won't Provide Data	Tabulation from Data Difficult	Tabulation from Data Feasible	Tabulation from Data Easy	Can Transfer from Existing Records	Not Ascertained	Total
Payments made to training staff, including pro-rated payments for supervisors or employers for time spent training[a]	19.10	20.22	13.48	12.36	10.11	24.73	-	100.00% (N = 89)
Wages and salaries paid to trainees while in training	13.26	14.92	8.84	9.39	13.26	20.99	19.34	100.00% (N = 181)
Payments to outside organizations[b]	7.03	7.81	13.28	7.81	17.19	32.81	14.07	100.00% (N = 128)

[a]Firms with no training staff were omitted.

[b]Firms reporting no expenditures were omitted.

TABLE 10 (con't)

Employer Expenditures	Degree of Data Availability: No Data Available	Won't Provide Data	Tabulation from Data Difficult	Tabulation from Data Feasible	Tabulation from Data Easy	Can Transfer from Existing Records	Not Ascertained	Total
Transportation and living expenses for employees either giving or receiving training[b]	13.82	17.89	13.82	12.19	9.76	17.89	14.63	100.00% (N = 123)
Expenditures for training equipment, facilities, and devices purchased or rented[b]	13.97	12.50	10.29	6.62	16.18	26.47	13.97	100.00% (N = 136)
Estimates of pro-rated salary of trainees resulting from time spent in training rather than productive work	51.93	12.71	6.08	6.63	4.42	7.18	11.05	100.00% (N = 181)

[b]Firms reporting no expenditures were omitted.

(3) The Location of Data and the Appropriate Respondent

A major difficulty in obtaining data on training arises because of the decentralization of the training function and record-keeping in large firms. A number of autonomous divisions, departments, and establishments may conduct training within the firm. The records are kept in these autonomous units and they cannot be obtained from any single person or at any centralized source. It was frequently found that, because of his location, no one respondent could answer all or most of the questions on the questionnaire. Frequently, the respondent who could provide detailed information about existing training programs could not provide data on the company's policy with regard to training. Policy concerning training programs for the disadvantaged was often made only at the highest managerial levels rather than at the level of personnel to which the questionnaire was directed.

The respondent to whom the interviewer was directed was most frequently a part of general management. In larger companies and in manufacturing, however, the respondent was more likely to be in the personnel department and, within that department, in the training division.

Only 58 percent of the responding firms indicated that the person interviewed was the most appropriate person to complete and mail a questionnaire on training. When asked who would be more appropriate, the largest number (89) stated that a person in general management should be approached, with another large group indicating a respondent in personnel management. Only the largest companies

specified a respondent in the training division. The percentage of interviewees indicating various appropriate respondents, by size of company, is indicated in Table 11.

(4) Employer Reaction to the Questionnaire

(a) Employer Cooperation

In general, employers were cooperative when contacted over the telephone concerning the interview survey. Relatively few refused to cooperate in setting up an appointment. They were also generally courteous during the course of the interview. However, their spirit of cooperation often evaporated when they were asked if they would be willing to provide specific data in a mail questionnaire. Their refusal at this point was usually based on lack of time for acquisition of the necessary data, although some mentioned that the completion of such questionnaires was contrary to company policy. It was found that members of A.S.T.D. were more cooperative than nonmembers, especially when shown the letter indicating A.S.T.D. association with the survey.

Over half of the respondents (55.06 percent) stated that they would be willing to answer and return a mail questionnaire furnishing data on training programs along the lines discussed in the interview. Eleven percent gave a flat refusal, and another 4.5 percent attached conditions to their cooperation in completing a mail questionnaire. The conditions usually centered on the length of the questionnaire and the specific exclusion of particular questions which raised unusual data problems. The remaining respondents provided no answer to the question on their future cooperation.

TABLE 11

Appropriate Respondent by Size of Company

Position of Appropriate Respondent	Establishment Size (Number of Employees)						
	1-100	101-250	251-500	501-1000	1001-2000	2001-99999	Total
	Percentage of Responding Firms (N=248)						
Personnel Dept.	2.86	14.29	21.05	32.00	25.81	36.84	23.89
Training Dept.	0.00	0.00	0.00	8.00	6.45	11.84	5.26
Sales Dept.	0.00	0.00	2.63	0.00	3.23	0.00	0.81
Gen'l. Mgmt.	28.57	50.00	34.21	48.00	29.03	31.58	36.03
Production Dept.	0.00	0.00	0.00	4.00	19.35	1.32	3.24
Recruitment Div'n.	0.00	0.00	0.00	0.00	9.68	1.32	1.62
Inappropriate	8.57	7.14	2.63	4.00	0.00	1.32	3.64
Not Ascertained	60.00	28.57	39.47	4.00	6.45	15.79	25.51
Totals	100.00	100.00	100.00	100.00	100.00	100.00	100.00

The willingness of firms to cooperate with a mail questionnaire was not markedly biased by company size. The size breakdown of those who stated that they would be cooperative was as follows:

Establishment Size (No. of Employees)	Percentage of Cooperative Establishments
1-100	8.8
101-250	14.0
251-500	14.0
501-1000	13.2
1001-2000	16.2
2001 and over	34.0

As can be seen by comparing this size distribution with that for all firms in the sample (Table 1), there is only a slight weighting toward large establishments among those expressing their willingness to cooperate in a mail questionnaire survey.

Many of the employers insisted that the information to be provided by such a survey would not be of value to the firm. A number indicated that they had already been surveyed concerning their training activities and showed the interviewers some results of earlier surveys. By and large, they asked "What is in it for us?"

(b) Time Required for Completion of Questionnaire

Relatively few of the employers indicated that it would take less than two hours to complete a mail questionnaire. Many indicated that it would take days and weeks to obtain the types of information requested in the interview. It was because of this time factor that they felt that the cost of obtaining the data would not be warranted by any benefits they received.

In specific response to the question, "How long does the respondent feel it would take to complete such a mail questionnaire?", a little over one-third (of the 134 respondents who answered this question) stated that it could be completed in less than ten hours. An additional 13 percent indicated that the estimated time for completion would be between 10 and 29 hours. An additional 10 percent indicated 30 to 59 hours. At the other extreme, 10 percent of the respondents indicated that completion of the training data form would take them over 720 hours, that is, approximately three months of standard work days.

When asked if they would complete and return the short mail questionnaires contained in the Appendix, the response was generally favorable. However, as noted above, only 34 of the respondents have submitted such forms to date and most of these are only partially completed. The types of information which the "availability" inquiry had indicated would be difficult were usually not provided in the mail return.

It may be that the mail return would have been more favorable if these employers had not already been subjected to a lengthy personal interview. At the same time, it should be noted that some employers may have been encouraged to accept and return the short mail questionnaire on the assumption that this would serve as a substitute for a later mail questionnaire, and others may have been prompted to cooperate by the personal presence and solicitation of an interviewer. As noted before, follow-up procedures might also increase the mail response rate. On the whole, however, there is no basis for the

encouraging belief that the response to a national mail survey would be significantly greater than that indicated by the 34-response rate of mail returns in the pilot survey.

(c) Questions on Definitions and Concepts

Approximately one-half of all respondents and two-thirds of those employers who had training programs raised questions concerning the definitions and concepts utilized in the pilot questionnaire. An equal number had difficulty in understanding the wording of some specific question or questions. The most important of these problems were as follows:

(1) On-the-Job Training. When does on-the-job training begin and when does simply "learning by doing" end? The criteria suggested by the interviewers, in accordance with their instructions, such as special payments to supervisors, loss of productivity of instructors and/or trainees, loss of pay by trainees, were found to be non-operational. Hopes for a direct inquiry on this type of training in a mail survey are dim.

(2) Supervisory Training. This was the most common type of training and the one in which management respondents frequently expressed the greatest interest; yet it was excluded from the detailed data-gathering of the questionnaire. Respondents often insisted on referring to supervisory training, and thereby beclouded the data on other training, in spite of persistent reminders. Since it was not always possible to exclude data on such training when inserted under other-named programs during the interviews, it can be assumed that this would be compounded in a mail survey.

(3) Orientation Training. Like supervisory training, this type of "training" was prevalent, and it was difficult to exclude it from requested data on the types of training under consideration in the survey. This, too, would require special care in a mail survey.

(4) Apprenticeship Training. Many employers were puzzled as to why limited data on apprenticeship, often collected with some difficulty, should be solicited from employers when it would be much more readily available from the craft unions.

(5) Tuition Remission. This common type of training was not obviously covered by the survey because it was training in regular institutional settings, though financed by private employers. The status of this type of training would have to be clarified in a national mail survey.

(6) Proration of Salaries and Wages Relative to Training Periods. Respondents had considerable difficulty in understanding this concept, and it would require lengthy explanation in a mail survey.

(7) Subsidies and Tax Credits. Employers were not familiar with these concepts frequently used in discussions of training the disadvantaged. They would have to be explained in some detail if used in a mail survey.

(5) Conclusions and Recommendations

(a) General Conclusions

Almost all of the interviewers in the pilot study have concluded that a national mail questionnaire survey of the type planned is not feasible; quantitative analysis of the questionnaire data confirms

their view. The reasons for this conclusion emerge from the findings with regard to extent of training, problems of data availability, and conceptual and definitional questions discussed above, and from detailed statistical analysis by training program, industry, and size of firm.

The respondents' concern about lack of data and difficulty of tabulating many types of requested data was amply confirmed in the limited return of the mail questionnaires which the interviewers left with them. These were not only very deficient in quantity but also in quality. Time considerations were obviously significant as an obstacle to completion of the questionnaires. Motivation was lacking.

Problems of definition and conceptual misunderstandings went beyond faulty wording of the specific pilot questionnaire. Many of these problems were fundamental and would confront any questionnaire designed to gather data on training in industry. They could not be readily overcome in a mail survey.

There seemed to be little that the survey staff could do to ease the burden of the company representative in completing a questionnaire. The required data were too often either nonexistent or in such bad shape that only extensive digging could unearth the valued nuggets of information. Only company representatives could do such digging--and, unfortunately, few of them felt that such an investment of time was worthwhile.

There was somewhat greater support among the interviewers of the use of a simplified personal interview approach, directed to a

relatively small sample of large firms, which could then be buttressed by a very much simpler mail questionnaire to be sent to a larger national sample of large firms. It was felt that questionnaires, differentiated by type of industry, would elicit more useful information, and that this would also be true of questionnaires directed to a main company office as distinct from branch offices.

(b) Recommendations

(1) Interview Questionnaire Survey. Personal interviews should be conducted in a relatively small sample, scientifically selected to reflect industrial and geographic sectors, of firms with more than 500 employees. The actual questioning should be preceded by special efforts to locate the appropriate respondent (using the telephone) and by "indoctrination" in the purposes and values of the survey.

The questionnaire should include the questions listed in the sample "Employer Questionnaire," included as Appendix II (used as mail follow-up in the pilot survey), with the following modifications:

i) Only annual data should be requested

ii) If employers can provide such information only for their total training or for some programs rather than for all programs, the interviewer should be prepared to accept partial data.

iii) In place of direct questions concerning on-the-job training, the requests for data on this type of training should refer to the following criteria:

a) Acquisition of productive skills through the advice, assistance, and/or guidance of a supervisor or other employee --skills which would not have been acquired in the absence of such assistance, or

b) Payment of additional amounts to trainees because of their training; or accepted loss of productivity of trainers or

c) Reduced payments to trainees because of their training; or accepted loss of productivity of trainees.

iv) Questions taken from the interview questionnaire used in the pilot study (Appendix I) should include only the following:

a) Apprenticeship. Once it is established that the firm has such training (especially in construction), detailed data should be obtained about these programs from the unions.

b) Reasons for training or lack of training. The reply to this question may require another level of management and, if so, should be completed in a mail return or follow-up visit.

c) Has amount of training increased?

d) Size and composition of training staff.

e) Question on training of the disadvantaged. Numbers and characteristics but not the questions on further inducements. This should be left for a separate survey.

v) Cost Data

These questions should be modelled after the cost data question used as a mail follow-up in the pilot survey (Appendix III). However, they should be pursued with only a select sample of respondents whose initial reaction indicates cooperation and availability of data. These will be few. The item on proration should be spelled out (with examples) and clarified in the survey instructions.

Copies of the questionnaire will undoubtedly have to be left with the respondent for further digging into data or for reference to a more appropriate respondent. A return visit or a telephone call will probably be necessary to obtain the completed questionnaire. Experiments could be conducted with a procedure entailing initial telephone calls and mail submissions, to be followed by personal contact at the time of completion of the questionnaire.

Considerable resources, including repeated calls, should be expanded at this point in order to make the personal interview returns with a small select sample of firms as complete as possible. They will serve as bench marks for the mail survey. Experience in the pilot survey indicates that a judgment as to the value of follow-up persistence for particular firms can be made early; and for those firms which show promise, persistence can pay off in fairly complete data. The relatively high cost of this approach should be tempered by a reduced sample rather than reduced persistence.

(2) Mail Questionnaire. A one-page mail questionnaire should be sent to a relatively large national sample of firms, scientifically selected to represent a cross section of American industry, with the exception that relatively little weight should be given to firms with fewer than 500 employees.

The mail questionnaire should ask essentially for general estimates and should call only for check marks wherever possible. Given the detailed information obtained in the small sample of personal interviews, data obtained in the mail survey, adjusted by industry, area, and firm size, could be used for broader conclusions concerning training in U.S. industry. It is felt that the insignificant amount of training taking place in small firms does not warrant the inclusion of a sizable number of small firms in any national survey of training, but that some should be included for purposes of generalizations based on company size.

The one-page mail questionnaire should provide for checkmarks by the respondent in replying to the following:

1) Do you have training programs for your

a) Supervisors _____Yes _____No

b) Hourly employees _____Yes _____No

c) Apprentices _____Yes _____No

If Yes to any of the above,

2) Approximately how many were trained in 1968 in the following types of training courses (Check one for each category):

a) Classroom in the company: Under 10____; 11-25____; 26-50____; 51-100____; 101 and over____.

b) Classroom (paid by the company but off company premises): Under 10_____; 11-25_____; 26-50_____; 51-100_____; 101 & over_____.

c) On-the-job, i.e., only those who...(State criteria listed above): Under 10_____; 11-25_____; 26-50_____; 51-100_____; 101 & over_____.

3) What was the average duration of the following types of training in 1968 (Check one for each):

a) Supervisory training: Under 2 weeks_____; 2-4 weeks_____; 1-6 months_____; 7-12 months_____.

b) Hourly employees' classroom training: Under 2 weeks_____; 2-4 weeks_____; 1-6 months_____; 7-12 months_____.

c) Hourly employees' skill training on the job (see criteria): Under 2 weeks_____; 2-4 weeks_____; 1-6 months_____; 7-12 months_____.

4) Did you have training programs in the following occupations in 1968 (Check all that apply): List of twenty principal training occupations.

5) Do you have a professional training staff? Yes_____ No_____

6) If yes, how many were on the staff in 1968? Under 3_____; 4-10_____; 11-20_____; 21 and over_____.

7) Can you estimate the number of trainees enrolled in programs in 1968 in the following categories?

Sex:	Male Female	(Enrollment categories same as in #2 above)
Race:	White Negro Other	ditto
Age:	Under 20 21-34 35-54 55+	ditto
Education:	less than 8 years 9-11 years 12 years 13-16 years	ditto

8) How many of your trainees in 1968 do you estimate were in programs for: (Please check one for each of a) and b))

a) Entry jobs: (Same enrollment categories as above)

b) Upgrading: ditto

In view of the simplicity of this mail questionnaire, non-respondents can readily be followed up through telephone contacts, with completion of the questionnaire by a telephone interviewer.

Experiments utilizing the interview and mail questionnaires (with antecedent or follow-up phone calls) for different industries and levels of management should provide a basis for an optimum procedure and combination.

PART II

THE CONTENT OF COMPANY TRAINING AND THE ATTITUDES OF EMPLOYERS

A. Apprenticeship and Union-Management Training

Approximately 40 percent of the companies with training programs indicated that they had apprenticeship or union-management training programs. Of these, a little over one-half indicated that their apprenticeship training programs were registered with a state-supported apprenticeship training program. Among those firms with apprenticeship training programs, 23 percent stated that their apprentices were covered by union-management agreement. The remainder stated that there was no such agreement in their firm or that their apprenticeship training was not covered by the agreement.

B. Reasons for Conducting Training Programs

As is seen in Table 12, the principal reason for conducting training programs in private industry is to prepare newly hired employees for needed skills. Eighty-five percent of the responding companies indicated that this was a reason for the initiation of their employee training. And among this group, 46 percent gave this reason the highest priority.

The next most important reason given was to meet current manpower needs. Almost 83 percent of the respondents gave this as one of their reasons for training, and 36 percent of this group gave this reason the highest priority. Similarly, large proportions of the respondents stated that their training programs were conducted in order to up-grade existing employees.

TABLE 12

Percentage Distribution of Reasons for Conducting Training Programs by Rank

Reasons		Rank						Total
		1	2	3	4	5	6	
1. To meet current manpower needs	Yes = 82.95% No = 17.05% (N = 176[a])	35.62	32.19	24.57	6.16	1.40	-	100.00% (N = 146)
2. To attract new hires	Yes = 62.50% No = 37.50 (N = 176[a])	5.45	7.27	27.27	50.91	8.18	.92	100.00% (N = 110)
3. To prepare newly hired employees for needed skills	Yes = 85.23% No = 14.77% (N = 176[a])	46.00	28.67	20.00	4.67	.66	-	100.00% (N = 150)
4. To upgrade existing employees	Yes = 82.39% No = 17.61% (N = 176[a])	28.47	36.11	25.00	9.72	.69	-	100.00% (N = 145)
5. To qualify for government training assistance	Yes = 18.75% No = 81.25% (N = 176[a])	-	-	3.03	9.09	57.57	30.31	100.00% (N = 33)
6. To meet the requirements of collective bargaining contracts	Yes = 20.45% No = 79.55% (N = 176[a])	11.11	5.56	13.89	16.67	22.22	30.55	100.00% (N = 36)
7. Other	Yes = 11.36% No = 88.64% (N = 176[a])	30.00	15.00	20.00	15.00	15.00	5.00	100.00% (N = 20)

[a]Responses on five questionnaires were nonascertained; they have been deleted from the tabulations.

A somewhat smaller proportion, 61.50 percent, stated that their training programs were conducted in order to attract new hires. Among these respondents, this factor was not given a high priority. Of considerably less importance were such reasons as "to meet the requirements of collective bargaining contracts" (20 percent) and "to qualify for government training assistance" (18 percent).

During the last five years, approximately 75 percent of companies studied increased their training operations. Only about 10 percent stated that the level of their activity declined; 8 percent saw no change in the level of their training activity.

An examination of those companies who had specified an increase in company training practices was conducted to determine the training content of this increase and the major reasons for it. Table 13 lists the principal types of training programs instituted by these firms during the last five years. Approximately one out of four respondents provided general training but could not specify an occupational aim for the additional training.

Where an occupational aim to the program could be given, the most noticeable finding is the growth in management and supervisory training programs. Some attention, however, should be paid to the relatively large group of respondents (36.03 percent) who did not answer this question. While company training activities had increased, these respondents--for a myriad of reasons--were unable to specify the content of this change.

TABLE 13

Percentage Distribution of Types of Training That Have Been Added During the Past Five Years

General training, no occupational aim mentioned	24.26
Skilled training-blue collar	8.09
Factory operatives	2.94
Management and supervisory	15.44
Clerical	7.35
Sales	2.30
Programs to aid the disadvantaged	2.30
N.E.C.	.73
Nonascertained	36.03
Total	100.00% (N = 136)

Training programs in private firms have increased in an attempt to meet the changing manpower needs of the firm. Of the responding companies, 38.32 percent indicated that this was the primary reason for initiating new programs over the last five years. Somewhat related to the use of training to fulfill manpower requirements is the role training can serve in preparing newly hired employees. Therefore, it is not unexpected that 22.75 percent of the respondents viewed this as the principal justification for having increased training activity.

Firms with decreasing training operations over the last five years attributed this decline to the unfavorable effects training costs have on profits.

This study also asked the question: "Is there some additional training the establishment would like to provide but does not?" The

response pattern to this question indicates that an overwhelming majority of the firms would like to increase the amount of their training activities. About 60 percent of the respondents stated that there was some additional training their firm would like to provide. To this total can be added the 2 percent of the firms who would increase their training activities under certain conditions. Another 34 percent of the respondents denied that their firm was in need of new training activities.

TABLE 14

Percentage Distribution of Types of Additional Training Desired

General training, no occupational goal mentioned	33.33
Skilled training-blue collar (includes apprenticeship)	9.26
Operative	1.85
Management and supervisory	30.55
Clerical	7.41
Programs to aid disadvantaged	1.85
Nonascertained	15.74
Total	100.00% (N = 108)

Concentrating on those respondents who saw the need for new training in their firm, an effort was made to determine the character of this training and the factors prohibiting its implementation. Table 14 reveals that exactly one-third of those desiring new training activities would concentrate on developing general training with no particular occupational aim in mind. Additional

programs to develop managerial and supervisory personnel were also frequently mentioned, with 30.55 percent of the respondents indicating a need for these programs. Of note is the relatively large number of respondents who could not or would not assess the training needs of their establishment.

Cost considerations or profit-related rationales dominate as the chief factors inhibiting the implementation of new or added programs. These reasons accounted for 31.48 percent of those firms who sought additional training. A somewhat smaller number, 18.52 percent, did not institute new programs due to the existence of an insufficient training staff. Unfortunately, about one-third of the respondents found it impossible to assess the reasons for not providing additional training.

C. Training the Disadvantaged

Current concern for public-private manpower programs to aid the disadvantaged requires that information on the extent and scope of company training practices for the disadvantaged be gathered. Our study of firms with training programs sought to determine the incidence of private company training programs for the disadvantaged and posed some hypothetical questions concerning the use of federal funds as incentives for training the hard-to-employ.

For purposes of this study, the disadvantaged were defined as: racial minorities; low educational level groups; the aged; the poor; or hard-core unemployed. Based upon this definition, 58.01 percent or 105 firms claimed to have programs to aid one or more of these groups.

Table 15 lists the participation of these 105 firms in various types of programs aimed at assisting the disadvantaged. The Job Opportunities in the Business Sector (JOBS) program administered by the National Alliance of Businessmen (NAB) is clearly the most popular of the programs cited. It is important to note, however, that participation in the NAB-JOBS program requires that the firm hire and train disadvantaged workers. No attempt was made to ascertain the number of disadvantaged workers currently (or recently) undergoing training activities in these firms.

TABLE 15

Percentage Distribution of Types of Programs for the Disadvantaged

Type of Program	Response			
	No	Yes	Nonascertained	TOTAL
NAB-JOBS	27.62	70.48	1.90	100%
MDTA-OJT	83.81	14.29	1.90	100%
Other governmental	79.05	19.05	1.90	100%
Other private	73.33	22.86	3.81	(N = 105)

Programs and policies have been frequently suggested whereby the federal government would induce private employers to increase the hiring and training of hard-to-employ workers by providing some form of subsidy. Since the acceptance of subsidies is voluntary in nature, employer opposition--due to either economic or political reasons--can easily lessen the efficacy of the subsidy approach. It would be wise, therefore, to determine the degree of cooperation

that would be forthcoming from private industry before implementing any one program. Therefore, a series of hypothetical questions was asked to determine whether a firm would hire and train greater numbers of disadvantaged workers if the federal government offered certain forms of subsidies.

Approximately 45 percent of the firms interviewed reported that they would not increase the hiring and training of hard-core unemployed workers if the federal government allowed an offset of the proportion of hiring and training costs through a tax credit program. Slightly over 20 percent specified that they would participate in such a program, and an additional 12 percent favored participation if the program took what they considered to be proper form. Interestingly, one-fifth of the sample refused to answer this question.

When respondents were asked whether another kind of subsidy would provide an incentive to hire and train additional disadvantaged workers, no significant change in the number who would be willing to accept or reject such a subsidy program is obtained.[1] This raises the possibility that the decision by firms to cooperate in government subsidy programs may be somewhat independent of the form of the subsidy. Yet, the rather large number of conditional responses to both questions, about 13 percent, gives some indication that more details on the nature of the subsidy is required before any true decision can be made.

---

[1] All changes in the response distribution are less than two percentage points.

Efforts to determine why a firm would or would not participate in a government subsidy program to increase the training of disadvantaged workers met with stiff opposition. Over 50 percent of the respondents refused to answer questions on this matter. It is only fair to state that many of these refusals stemmed from the respondent's inability to set company policy during the interview.

Appendix Table 1

Training Programs with Existing Records on Number of Trainees
by Size of Establishment and Industrial Classification

Size of Establishment (No. of Employees)	Standard Industrial Classification Code									Total
	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	
1-100	0	0	0	2	0	2	0	0	0	4
101-250	0	0	1	14	7	0	2	0	2	26
251-500	0	0	3	0	0	6	0	3	0	12
501-1000	0	1	0	3	3	2	6	4	0	19
1001-2000	0	5	13	23	0	3	15	1	0	58
2001-99999	7	1	1	28	29	21	29	0	0	116
Totals	7	7	18	68	39	34	52	8	2	235

Appendix Table 2

Training Programs with No Data on Upward Mobility of Trainees by Establishment Size and Industrial Classification

Size of Establishment (No. of Employees)	Standard Industrial Classification Code								
	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Total
1-100	0	0	12	0	2	0	0	0	14
101-250	1	1	10	0	0	0	2	2	16
251-500	2	0	0	0	0	0	3	0	5
501-1000	2	1	12	0	0	7	2	0	24
1001-2000	3	18	0	0	0	1	5	0	27
2001-99999	17	6	14	49	5	11	0	0	102
Totals	25	26	48	49	7	19	12	2	188

Appendix Table 3

Training Programs with Readily Transferable Records on Race of Trainees, by Establishment Size & Industrial Code

Size of Establishment (No. of Employees)	Standard Industrial Classification Code								
	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Total
1-100	0	0	1	0	2	0	0	4	7
101-250	1	0	10	0	0	0	1	0	12
251-500	0	2	0	0	9	0	2	0	13
501-1000	1	0	11	3	6	3	3	3	27
1001-2000	6	1	17	0	0	5	0	0	29
2001-99999	0	9	12	1	16	0	0	0	38
Totals	8	12	51	4	33	8	6	4	126

APPENDIX I

A Study of the Feasibility of a Survey of Training in Business and Industry

Your reply will be held in
STRICT CONFIDENCE

NAME OF ESTABLISHMENT _____

SIC CODE _____

ADDRESS _____

RESPONDENT _____
Name and Title

Number of Persons on the payroll of This Establishment This Week _____

Interviewer _____ Interview No. _____

AVAILABILITY OF DATA

Occupation, Course, and/or Type of Training	A. No. of Trainees Who: 1. Comp in 1968	A. 2. Comp last 90 days	A. 3. In Tng. this week	B. Data in A. by Duration of Course (by time code)	C. How Many In Al Still With Firm: No.	C. Turn-Over Rate	D. Number Who Moved to Occupation Because of Tng (by time code)	E. Characteristics of Trainees (by time code): Sex	Age	Race	Educ'n	F. No. in OJT or Class by Time Code & Entry, Upgrade or Other: OJT En	OJT Up	OJT O	OJT+ En	OJT+ Up	OJT+ O	Class En	Class Up	Class O	G. Where Data Located (Indicate Type of Data by Letter Heading Column): Estab-lish't	Cent'l Office	Single Source

Availability Code: T--Tabulations already available for transfer to form; R--Raw Data in records; requires digging; W--Won't go to trouble of getting data, though available; N--No data available in any form.

H. Does this establishment have a training staff? _____ If yes, how many full-time professionals are employed on it? _____

I. Availability of Cost Data

1. Does this establishment have a separate budget for training activities? _____ If so, how is it broken down (categories)?

2. Are data available on the following employer expenditures for training over the past year? (Use Data Availability Code with additional comments.)

(i) Payments made to training staff, including pro-rated payment for supervisors or employees for time they spend in serving as trainers

(ii) Wages and salaries paid to trainees while in training

(iii) Payments to outside organizations

(iv) Transportation and living expenses for employees either giving or receiving training

(v) Expenditures for training equipment, facilities and devices purchased or rented

(vi) Estimate of pro-rated salary of trainees resulting from the time they spend in training rather than in productive work

J. Apprenticeship and Union-Management Training

1. Are the apprentice training programs registered with the State Apprenticeship agency?

_____

J. (con't)

2. Are apprentice programs conducted under labor-management agreement?

_____ If yes, list programs.

3. Is training provided under a labor-management training fund?

_____ If so, indicate types of training and principal provisions.

K. Reasons for Training or Lack of Training

1. Why does this establishment provide training? (Indicate order of priority by 1, 2, 3, etc. below.)

(i) To meet current manpower needs

(ii) To attract new hires

(iii) To prepare newly hired employees for needed skills

(iv) To up-grade existing employees

(v) To qualify for government-training assistance

(vi) To meet the requirements of collective bargaining contracts

(vii) Other

2. Is there some additional training the establishment would like to provide, but does not?

_____ If answer is yes, indicate type of training and why the training is not provided (e.g., adequate supply of workers available, too expensive, trained workers leave, no personnel with training expertise available, adequately handled by public vocational schools, etc.)

3. Is your establishment doing more or less training than it did five years ago?

_____ If more, what types and why?

If less, why?

L. Training the Disadvantaged

1. Do you have any training programs for the disadvantaged? (Racial minorities, low educational level, aged, poverty background, hard-core unemployed, etc.)

_____ If yes, are they enrolled under:

(i) NAB-JOBS Program

(ii) MDTA O-J-T Program

(iii) Other government program

(iv) Other private program

2. Would this establishment increase the hiring and training of hard-core unemployed workers if the Federal Government allowed an offset of a proportion of hiring and training costs through a tax credit?

_____ Why or why not?

If the government provided another kind of subsidy?

_____ Why or why not?

M. Respondent's Reactions to the Questionnaire

1. Understanding and suggestions with regard to the definitions of terms

2. Understanding and suggestions with regard to the wording of questions concerning availability of data as well as general information

3. Would the establishment be willing to answer and return a mail questionnaire requesting the data on training indicated in the interview?

M. (con't)

4. How long does the respondent feel it would take to complete such a mail questionnaire?

5. Is the respondent the appropriate person in this establishment to complete a mail questionnaire on training? If not, who would be more appropriate?

6. What general suggestions are there for improvement in the questionnaire, procedures, etc.?

APPENDIX II

Interviewer_____ Interview No._____

Employer Questionnaire

Name of Establishment_____

Name of Person Interviewed_____ Title_____

The following questions should be answered regarding the _____ training discussed in our interview:

1. How many trainees completed this training in 1968? _____

2. How many trainees completed this training in the past 90 days? _____

3. How many trainees are in training in this occupation this week? _____

4. Of those trained in this skill in 1968, what was the duration of their training? _____ days

5. Of those trained in this skill in the past 90 days, what was the duration of their training? _____ days

6. Of those currently in training, what is the duration of their training? _____ days

7. Of those who completed training in this skill in 1968, how many are still with your firm? _____

8. In 1968, what was the average turnover rate for trainees in this skill (number of non-completes per 100 enrollees)? _____

9. Of those who completed training in this skill in 1968, how many moved to this occupation because of training? _____

10. Of those who completed training in this skill in the past 90 days, how many moved to this occupation because of training? _____

11. Of those currently in training, how many do you anticipate will move to this occupation because of training? _____

12. Characteristics of those who completed training in 1968 in this skill: (Numbers)

Sex: Male_____ Female_____

Age: 16-19_____; 20-24_____; 25-34_____; 35-44_____; 45-54_____; 55+_____

Race: White_____ Black_____ Other_____

Education: Less than 8 years_____; 9-11_____; 12_____; 13-15_____; 16+_____

13. Characteristics of those who completed training in this skill in past 90 days: (Numbers)

Sex: Male_____ Female_____

Age: 16-19_____; 20-24_____; 25-34_____; 35-44_____; 45-54_____; 55+_____

Race: White_____ Black_____ Other_____

Education: Less than 8 years_____; 9-11_____; 12_____; 13-15_____; 16+_____

14. Characteristics of those currently in training in this skill: (Numbers)

Sex: Male_____ Female_____

Age: 10-19_____; 20-24_____; 25-34_____; 35-44_____; 45-54_____; 55+_____

Race: White_____ Black_____ Other_____

Education: Less than 8 years_____; 9-11_____; 12_____; 13-15_____; 16+_____

15. Of those undertaking on-the-job training in this skill in 1968, how many were being trained for entry purposes_____; for upgrading purposes_____; or for other purposes_____?

16. Of those undertaking on-the-job plus classroom training in this skill in 1968, how many were being trained for entry purposes _____; for upgrading purposes_____; other _____?

17. Of those undertaking classroom training in this skill in 1968, how many were being trained for entry purposes_____; for upgrading purposes_____; or for other purposes_____?

18. Of those undertaking on-the-job training in this skill in the past 90 days, how many were being trained for entry purposes _____; for upgrading purposes_____; for other purposes _____?

19. Of those undertaking on-the-job plus classroom training in this skill in the past 90 days, how many were being trained for entry purposes_____; for upgrading purposes_____; or for other purposes_____?

20. Of those undertaking classroom training in this skill in the past 90 days, how many were being trained for entry purposes _____; for upgrading purposes_____; or for other purposes_____?

21. Of those currently undertaking on-the-job training in this skill, how many are being trained for entry purposes_____; for upgrading purposes_____; or for other purposes_____?

22. Of those currently undertaking on-the-job plus classroom training in this skill, how many are being trained for entry purposes_____; for upgrading purposes_____; or for other purposes_____?

23. Of those currently undertaking classroom training in this skill, how many are being trained for entry purposes_____; for upgrading purposes_____; or for other purposes_____?

THIS SPACE FOR QUESTIONNAIRE COMMENTS:

APPENDIX III

Costs of Training in calendar year 1968:

1. a. Does this establishment have a budgetary item for training activities?

   _____Yes _____No

   b. If yes, what was the total amount of money allocated for training activities? _____

2. a. What was your total expenditure for payments made to your training staff for planning and conducting training programs? (Please include estimates of payments made to supervisors when they serve in instructor or trainer capacities.)

   _____

   b. Does your establishment assume the cost of travelling expenses and living allowances for trainers? _____Yes _____No If yes, how much did this cost in 1968?

   _____

3. a. What was the total cost of wages and salaries paid to trainees while in training? _____

   b. Does your establishment assume the cost of transportation and living expenses for trainees? _____Yes _____No. If yes, how much did this cost in 1968? _____

4. a. Does your firm contract with outside organizations to help train your employees? _____Yes _____No

   b. If yes, please indicate the total payments in 1968 allocated to these organizations. _____

5. What were the total expenditures in 1968 for training equipment, facilities and devices purchased or rented in your training operation including depreciation allowances if possible?

   _____

6. Please estimate the pro-rated salary cost of trainees resulting from the time they spend in training rather than in productive work. _____

Your comments on the costs of training in your establishment are requested:

APPENDIX IV

CITY OF INTERVIEWS	PERCENT OF INTERVIEWS
Madison, Wisconsin	2.68
Detroit, Michigan	15.71
Chicago, Illinois	18.01
Milwaukee, Wisconsin	9.96
Dallas, Texas	12.64
Minneapolis, Minnesota	14.18
San Francisco, California	14.94
Syracuse, New York	11.88
TOTAL	100.00% (N=261)

NAMES OF FIRMS INTERVIEWED

Madison, Wisconsin

Research Products Corporation
Oscar Mayer and Company Incorporated
Air Reduction Company, Incorporated
Electric Storage Battery Company
State Medical Society
American Family Mutual Insurance Company
Sears Roebuck and Company

Detroit, Michigan

J. L. Hudson Company
Palace Quality Incorporated
Seaway Motors Incorporated
Commonwealth Industries Incorporated
American Linen Supply Company
Lorne Company Incorporated
Borman Food Stores Incorporated
R. L. Polk Company
Detroit Edison Company
Auto Club of Michigan
Hilton Hotels Corporation
Champion Spark Plug Company
Michigan Consolidated Gas Company
Reliable Mailing Service
Providence Nursing Home
Evening News Association

Detroit (cont.)

Sperry Rand Corporation
McLouth Steel Corporation
Ford Motor Company
Jones and Laughlin Steel Corporation
Michigan Bell
Michigan Hospital Service
Udylite Corporation
Ex-Cell-O Corporation
Manufacturers National Bank of Detroit
Allied Maintenance Service
Trans American Freight Lines
Woodall Industries Incorporated
S. S. Kresge Company
Chrysler Corporation
Kay-D Upholstering Company
Equipment Manufacturing Incorporated
Royal Nursing and Convalescent Home

Chicago, Illinois

Mayfair Molded Products Corporation
Contracting and Material Company
Western Electric Company
Northern Trust Company
LaSalle National Bank of Chicago
Nielsen Company
Carson Pirie Scott and Company
Encyclopedia Britannica Incorporated
Field Enterprises Incorporated
American Oil Company
All State Insurance Company
N. W. Harris Corporation
National Tea Company
Standard Oil Company
Lake Shore Drive Hotel
The Kane Service
Economy Plumbing and Heating
Chicago Sheraton Corporation
Automatic Canteen Company of America
R. H. Donnelley Corporation
Cornell Forge Company
Federal Reserve Bank of Chicago
The Gudeman Company
Balaban and Katz Corporation
Atlas Detective
Uhlemann Optical Company
Chemetron Corporation

Chicago (cont.)

Motorola Incorporated
Johnson and Johnson
Baxter Laboratories Incorporated
Victor Manufacturing and Gasket Company
Automatic Electric Company
American Calculating-Typing Service
Peoples Gas Light and Coke Company
International Harvester Company
Harza Engineering Company
Sherman House Limited
Marshall Field and Company
Hart Schaffner and Marx
Beatrice Foods Company
Standard Components Kollsman Industries Incorporated

Milwaukee, Wisconsin

Kohls Food Stores
Vitamin Products Company
American Appraisal Company
Koehring Company
The Rose Company
Hotel Pfister
The Journal Company
Johnson Service Company
Cutler Hammer Incorporated
Joseph Schlitz Brewing Company
Marshall and Ilsley Bank
American Motors Corporation
St. Regis Paper Company
Falk Corporation
Adelman Laundry and Cleaners
Grede Foundries Incorporated
Harnischfeger Corporation
Manpower Incorporated
Wisconsin Electric Power Company
J. C. Penney and Company
Associated Hospital Service

Dallas, Texas

Braniff Airways
Lone Star Gas Company
Sanger-Harris Department Store
Mobil Oil Corporation
Dallas Hotel Company - Hotel Adolphus
Wyatt Cafeterias

Dallas (cont.)

Dallas Federal Savings Association
Merchantile National Bank of Dallas
Parkland of Dallas Incorporated
Delta Airlines
Morton Foods Incorporated
Dallas Pant Manufacturing Company
National Dairy Products Corporation
Titche Goettinger
Sheraton Dallas Corporation
Campbell Taggart Associated Bakeries Incorporated
Continental Insurance Company
Collins Radio Company
Varo Incorporated
Fox and Jacobs Construction Company Incorporated
Ling-Temco-Vought - Vought Aeronautics Division
Southwest Bell Telephone Company
First National Bank of Dallas
Texas Instrument Incorporated

Minneapolis, Minnesota

Sowles Company
Federal Cartridge Corporation
Bemis Bag Company
Warner Manufacturing Company
Minneapolis Sheraton Corporation
Emrich Baking Company
Thermo Technical Industries Incorporated
Baker Properties Management and Company
National Food Stores, Incorporated
Gamble Skogmo Incorporated
Crystal Chalet Operations Incorporated
Adolfson and Peterson Incorporated
David Herman Convalescent and Nursing Home Incorporated
Northwest Linen Company
Federal Reserve Bank of Minnesota
Minneapolis Moline Incorporated
Hopkins Nursing Home Incorporated
North Central Airlines Incorporated
Pako Corporation
North American Life and Casualty Company
Amoco Chemical Corporation
Northwest Bell Telephone Company
Dayton Company
Capital Building Maintenance Corporation
Eastman Kodak Stores Incorporated
Rosemount Engineering Company
Sears Roebuck and Company

Minneapolis (cont.)

Rosenblatt Company
Minnesota Engineering Company
Gould National Batteries Incorporated
Great Six Company
Control Data Corporation
Northrup King and Company
Northern States Power Company
Pillsbury Company
Standard Package Corporation
Hoener-Waldorf Corporation

San Francisco, California

The Continental Insurance Company
Berkeley Pump Company
Western Scientific Apparatus
Pacific Maritime Association Northern
Fibreboard Paper Products Corporation
Continental Can Company Incorporated
American President Lines Limited
S/W Fine Food Products Company
Dumo Industries Incorporated
Tudor Engineering Company
Berkeley Brass Foundry Company
Unit Bilt Store Equipment Company
Matson Navigation Company
Metropolitan Life Insurance Company
Pacific Telephone and Telegraph Company
Friden Incorporated Singer Company
Conseco Incorporated
Greyhound Lines Incorporated
E. D. Bullard Company
Levi Strauss Company
Chronicle Publishing Company
San Francisco Hilton Hotel
Pacific Dental Lab of San Francisco
J. C. Penney Company Incorporated
Bank of America
Crocker Citizens National Bank

Syracuse, New York

Westvale Studios Incorporated
Niagara Mohawk
Crouse-Hinds Electric Company
Chrysler Corporation
General Motors Corporation
Carrier Corporation
Hotel Syracuse Incorporated
Crucible Steel Company of America
Will and Baumer Candle Company Incorporated
MacCordy Machine Tool and Die Corporation
Bristol Laboratories
Pinkertons National Detective Agency
Marine Midland Services Corporation
Badgley Company Incorporated